

	Citizens of the World Kansas City					
	2020-2025 Success Plan					
	Implementation Plan					
	What It Is	<p>This Google Sheet is created to be a "ready to use" project plan that will allow your team to track progress across the various complex workstreams you have outlined.</p> <p>It breaks down the work of your strategies + initiatives into a concrete plan with clear action steps, owners, deliverables, and timelines.</p>				
	Why It Matters	By getting specific and tactical on the work to be done, we increase our likelihood of success. This tracker will make sure everyone is on the same page about what they need to do, by when to move the work forward. It will also allow your team to identify places where the plan is off track, and adjust your resources accordingly.				
	How to Use It	1. Assign clear owners for each priority. These owners are not responsible for doing all of the work, but they are responsible for assigning action steps and following up to ensure completion. Each priority leader should review their respective tabs on a regular basis, assign work,				
	Use the tables below to assign roles and define meeting structures to ensure successful implementation.					
	Role	Team Member				
	Strategic Plan Owner	Tom Vansaghi				
	Priority Owners	Danielle Miles, Ryan Brennan and Alisha Gripp				
	Strategic Plan Implementation Team					
	Meeting Type	Purpose	Rec. Frequency	When/How Will This Happen?		
	Plan Owner + Priority Owners Check Ins (1:1)	Early Flag of Any Issues	Weekly or Bi-weekly			
	Plan Owner + Priority Owners Meeting (Group)	Cross Workstreams Check	Monthly			
	Priority Owners + Performers Checking In on Progress (1:1)	Check-In on Progress of Work, Supports Needed	Weekly or Bi-weekly			
	Full Strategic Team Meeting (Plan Owner + Priority Owners + Performers)	Progress Updated, Areas of Concern, Stakeholder Engagement Planning	Quarterly Step Back			



KEY

Implementation Timeline + Overall Plan Tracker

Priority	Initiative	Owner	Status	2019-20			2020-21 (Year 1)			2021-22 (Year 2)			2022-23 (Year 3)			2023-2024 (Year 4)			2024-2025 (Year 5)		
				Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer		
High Quality Academic Program for ALL Students	1.1 Academic Vision: Continue to define and codify CWC-KC's academic vision for teaching and learning across all content areas, grade levels, and tiers of instruction; ensure that vision equitably meets the needs of all learners		On Track			Vision Set															
	1.2 Curriculum Mapping: Review and adjust K-8 curricular selections across all subjects and tiers to ensure all learning materials are aligned to the vision, research-based, user-friendly, culturally responsive, and meet the needs of all students, including black students, students from economically disadvantaged backgrounds, and students with special needs.		On Track			Tools Selected															
	1.3 PD: Continue to design and implement a professional development approach that is centered around the belief that all students can achieve at the highest level; Includes clear coaching roles + responsibilities, ongoing, research-based professional development.		On Track				Coaching Launched														
	1.4 Data System: Create and leverage a comprehensive data system to monitor and assess student academic progress (including close monitoring of subpopulation needs), teacher professional development, and programmatic effectiveness		On Track								Data System Launched										
Anti-Racist, Inclusive School Community	2.1 Culture Vision: Define and codify CWC-KCs approach to school culture, including beliefs, mindsets, norms, rituals, and practices shared across the CWC-KC community (including students, staff, families)		On Track					Vision Set													
	2.2 Anti-Racist Skill-Building: Build teacher and leader skill in incorporating anti-racist education actions into their practice through explicit skill-building, reflection, and feedback		On Track					Set Plan for PD	PD Launches												
	2.3 Conscious Discipline Implementation: Deepen teacher understanding of Conscious Discipline (CD) through high-quality training in the programming and ongoing implementation coaching; make explicit connections to legacy approaches.		On Track					Set Plan for PD	PD Launches												
	2.4 HR Review: Review and revise human capital policies and practices with an equity lens to ensure that disparate experiences of Black staff members at CWC-KC are addressed.		On Track				Solicit Staff Input			Revise Policies											
	2.5 Family Engagement: Design and launch an equitable family engagement strategy that solicits meaningful input and partners authentically with all families at CWC-KC (e.g. revised Parent Council structure, updated timing for parent events).		On Track				Solicit Parent Input			Launch Plan											
	2.6 Data: Build a system to regularly collect and monitor the inclusiveness/effectiveness of the school culture, with a particular emphasis on improving the disparate experiences of Black students, staff, and families.		On Track											Data System Launched							
Financially Sustainable Practices	3.1 Facilities: Determine a financially sustainable facility solution for both the Middle and Primary campuses that fit both the financial constraints and program needs of CWC-KC.		On Track		Hire facilities IA provider	Understand & evaluate options	Facilities decision finalized		Move into MS campus												
	3.2 Food Services: Strengthen operational practices around school nutrition program to eliminate net loss of program		On Track	evaluate program & understand drivers	Define & implement break even operational practices	Service breaks even															
	3.3 Transportation/After Care: Optimize investment across transportation and aftercare to best support what families elevate as their needs; redesign offering with input from all CWC-KC families to ensure equitable spend and prioritization		On Track			Survey CWC families & research KC landscape	Design refined services	Roll out new programs													
	3.4 Staffing Model: Build out staffing model + compensation plan that outlines how roles + responsibilities and FTE counts will change over 5 years of expansion; examine CWC-KC compensation programming with an equity lens		On Track	Review & evaluate roles; draft & communicate job desc to clarify roles & resp.	Model changes implement	Donor program launched															
	3.5 Donor Program: Launch an individual donor program in order to diversify the school's sources of philanthropic dollars		On Track																		
Refined External Supports	4.1 Autonomies: Clarify and define autonomies between CWCS/ CWC KC with respect to academics, student culture, talent, finance and operations		On Track		Aut. Set																
	4.2 Succession Plan: Create a formal succession plan for both general board members and leaders, including the establishment and enforcement of term limits		On Track		Succ. Plan Set																
	4.3 Board Systems + Structures: Continue to shift the board's work from "extra capacity" to strategic guidance by strengthening the use of committee structures, setting clear board goals, and providing training on governance best practices		On Track			Policies Updated															
	4.4 Board Participation: Assess & monitor patterns of board recruitment, engagement, and retention in order to ensure equitable and inclusive practices (reviewing how structures and process support inclusion and equity within the Board)		On Track			Audit Conducted	Policies Updated														
	4.5 Anti-Racist Skill-building: Continue to build board skill set to be anti-racist educational leaders for the Citizens' community and within Kansas City, by providing targeted professional learning to lead from a place of inclusion and equity		On Track			Trainer Selected	Hold Training														
	4.6 High School: Explore and determine future high school pathways for CWC students by soliciting input, exploring partnerships, and comparing options		On Track							Define Options	exploring options					Set HS Plan					

Priority Status						
Priority	Initiative	Owner	Status			
High Quality Academic Program for ALL Students	1.1 Academic Vision: Continue to define and codify CWC-KC's academic vision for teaching and learning across all content areas, grade levels, and tiers of instruction; ensure that vision equitably meets the needs of all learners	Dr. Danielle Miles	On Track			
	1.2 Curriculum mapping, review and adjust K-8 curricular selections across all subjects and tiers to ensure all learning materials are aligned to the vision, research-based, user-friendly, culturally responsive, and meet the needs of all students, including black students, students from economically distressed backgrounds, and students with special needs	Dr. Danielle Miles	On Track			
	1.3 PD: Continue to design and implement a professional development approach that is centered around the belief that all students can achieve at the highest level; Includes clear coaching roles + responsibilities, ongoing, research-based professional development.	Dr. Danielle Miles	On Track			
	1.4 Data System: Create and leverage a comprehensive data system to monitor and assess student academic progress (including close monitoring of subpopulation needs), teacher professional development, and programmatic effectiveness	Dr. Danielle Miles	On Track			
Detailed Priority Workplan						
Aligned Initiative	Activity / task	Deliverable(s)	Performer	Deadline	Progress	
1.1 Academic Vision	Develop draft of academic vision statements across subject areas	Vision for T + L; subject-specific vision statements	Director of School Leadership and Academic Team	Spring 2021	In Progress	
1.1 Academic Vision	Codify non-negotiables across subject areas (shared instructional practices, student experiences, time blocks)	List of non-negotiables by subject	Director of School Leadership and Academic Team	Math- Spring 2021; Spring 2022; Science & Hives 2023; Electives & Specials 2024	In Progress	
1.1 Academic Vision	Solicit input from staff + families on vision statements + subject-level non-negotiables	Survey results; focus group notes	Director of School Leadership and Academic Team		To Do	
1.1 Academic Vision	Incorporate feedback + finalize academic vision work for core subjects	Academic vision summary sheets (BW will provide example)	Director of School Leadership and Academic Team	Math- Spring 2021; Spring 2022; Science & Hives 2023; Electives & Specials 2024	To Do	
1.1 Academic Vision	Present final academic vision summary sheets to staff and families; incorporate into existing school documents	Presentations	Director of School Leadership and Academic Team	Spring 2022	To Do	
1.2 Curriculum	Review existing academic experience at CWC against newly set vision + non-negotiables, identify areas for improvement	SWOT analysis	Director of School Leadership and Academic Team	Math- Spring 2021; Spring 2022; Science & Hives 2023; Electives & Specials 2024	To Do	
1.2 Curriculum	Review effectiveness of current learning materials, including all curricula; where applicable, research potential high-quality replacements	List of curricula under consideration	Director of School Leadership and Academic Team	Math- Spring 2021; Spring 2022; Science & Hives 2023; Electives & Specials 2024	To Do	
1.2 Curriculum	Pilot + select replacement curricula, where applicable	Classroom Pilots	Director of School Leadership and Academic Team		To Do	

9	1.2 Curriculum	Finalize a go forward curricular strategy for all subjects K-8	Updated K-8 Curriculum Map	Director of School Leadership and Academic Team	Math- Spring 2021; Spring 2022; Science & Hives 2023; Electives & Specials 2024	To Do				
10	1.3 PD	Articulate guiding principles for PD + coaching at CWC KC	Guiding Principles	Director of School Leadership	Spring 2022	In Progress				
11	1.3 PD	Define a clear coaching team; establish clear roles + responsibilities within that team (including number of teachers on coaching load, frequency of observation)	Updated Job Descriptions	Director of School Leadership	Summer 2022	In Progress				
12	1.3 PD	Research + select capacity-building approach for instructional coaches, if needed	Coaching Contracts	Director of School Leadership	Summer 2022	To Do				
13	1.3 PD	Design annual coaching and calendar that aligns w/ guiding principles + provides ongoing support on any curricular tools selected under 1.2	PD Calendar	Director of School Leadership	Summer 2022	To Do				
14	1.3 PD	Consider Whetsone (or some other system to track observation data)	Observation notes system	Director of School Leadership	Summer 2022	To Do				
15	1.3 PD	Solicit regular feedback on PD + ongoing coaching and adjust program accordingly	Survey results; focus group notes	Director of School Leadership	Fall 2022	To Do				
16	1.4 Data	Draft clear articulation of how academic data fits into CWC's academic vision	Data Vision	Director of School Leadership	Math- Spring 2021; Spring 2022; Science & Hives 2023; Electives & Specials 2024	To Do				
17	1.4 Data	Create a list of "must haves" for a data system, with input from staff	List of Must Haves	Director of School Leadership and Academic Team	Spring 2022	In Progress				
18	1.4 Data	Research + select platform for tracking student data that meet those needs	Data Platform	Director of School Leadership and Academic Team	Spring 2022	In Progress				
19	1.4 Data	Define roles and responsibilities related to the tracking, entering, and analysis of student academic data	Roles + responsibilities	Director of School Leadership and Academic Team	Summer 2022	To Do				
20	1.4 Data	Articulate and calendar data review cycles	Assessment Calendar, Includes Data Review Cycles	Director of School Leadership and Academic Team	Summer 2022	To Do				
21	1.4 Data	Train teachers on effective implementation of data cycle	Staff PD	Director of School Leadership and Academic Team	Summer 2022	To Do				
22	1.4 Data	Regularly review effectiveness of data system, and adjust accordingly	Survey results; focus group notes	Director of School Leadership and Academic Team	Summer 2022	To Do				

Priority Status						
Priority	Initiative	Owner	Status			
Anti-Racist, Inclusive School Community	2.1 Culture Vision: Define and codify CWC-KCs approach to school culture, including beliefs, mindsets, norms, rituals, and practices shared across the CWC-KC community (including students, staff, families)	Academic Leadership Team	On Track			
	2.2 Anti-Racist Skill-Building: Build teacher and leader skill in incorporating anti-racist education actions into their practice through explicit skill-building, reflection, and feedback	Alisha Gripp and Troy Butler	On Track			
	2.3 Concius Discipline Implementation: Deepen teacher understanding of Conscious Discipline (CD) through high-quality training in the programming and ongoing implementation coaching; make explicit connections to legacy approaches.	Alisha Gripp and Johanna Chambers	On Track			
	2.4 HR Review: Review and revise human capital policies and practices with an equity lens to ensure that disparate experiences of Black staff members at CWC-KC are addressed.	Alisha Gripp and Andrew Johnson	On Track			
	2.5 Family Engagement: Design and launch an equitable family engagement strategy that solicits meaningful input and partners authentically with all families at CWC-KC (e.g. revised Parent Council structure, updated timing for parent events).	Alisha Gripp, Dr. Danielle Miles, Johanna Chambers, Sara Murphy	On Track			
	2.6 Data: Build a system to regularly collect and monitor the inclusiveness/effectiveness of the school culture, with a particular emphasis on improving the disparate experiences of Black students, staff, and families.	Alisha Gripp	On Track			
Detailed Priority Workplan						
Aligned Initiative	Activity / task	Deliverable(s)	Performer	Deadline	Progress	
1	2.1 Culture Vision	Articulate a set of beliefs, mindsets, norms related to community and culture at CWC	List of Beliefs, Mindsets, Norms	Academic Leadership Team	May 2022	In Progress
2	2.1 Culture Vision	Codify a set of shared rituals, community-building practices, and selected programs (i.e. Concius Discipline) to be experienced by each stakeholder group	Set of rituals + community building practices	Academic Leadership Team	May 2022	To Do
3	2.1 Culture Vision	Solicit input on culture vision and program components	Surveys; focus group notes	Academic Leadership Team	Mar 2022	To Do
4	2.1 Culture Vision	Incorporate feedback; codify and share with the CWC community	Updated Culture Vision	Academic Leadership Team	Mar 2022	To Do
5	2.2 Anti-Racist Skill-Building	Review current suite of tools for anti-racist skill development in staff; identify strengths and areas for improvement	SWOT Analysis	Dean of Middle School	12/31/21- With Pa	To Do
6	2.2 Anti-Racist Skill-Building	Select training and other supports to address identified gaps in current anti-racist tools and trainings	Trainings Selected	Dean of Middle School	11/30- Completio	In Progress
7	2.2 Anti-Racist Skill-Building	Build regular systems for reflecting on biases in school and teacher level practices; create process for addressing identified areas for improvement	Reflection Cycle	Dean of Middle School	22-Mar	In Progress
8	2.3 CD Implementation	Conduct an informal review of CD implementation; solicit input from teachers on implementation challenges	SWOT Analysis	Dean of Middle School	Ongoing	In Progress
9	2.3 CD Implementation	Articulate and codify "what CD looks like at CWC," including clear articulation of staff expectations	Staff CD Expectations 1 Pager	Dean of Middle School	Ongoing	In Progress
10	2.3 CD Implementation	(Re) train all staff on the effective implementation of CD and expectations for the program's implementation at CWC	Training Materials	Dean of Middle School	Spring 2022	To Do
11	2.3 CD Implementation	Develop a plan to provide on-going supports for teachers in implementing CD, including classroom observations and coaching	PD Plan	Dean of Middle School	Ongoing- AG and DM	In Progress
12	2.3 CD Implementation	Develop a plan to introduce and onboard new staff to impelementation of CD	Onboarding Plan	Dean of Middle School	Summer 2022	In Progress
13	2.3 CD Implementation	Evaluate the effectiveness of CD training (via PD surveys, classroom observations, student disciplinary data, etc); adjust program and teacher supports as needed	Data on Implementation	Dean of Middle School	Summer 2022	In Progress
14	2.4 HR Review	Conduct review of current HR policies, including focus groups and surveys to understand the impact of these policies on our staff	SWOT Analysis	Director of Operations/New Executive Director	2022 - 2023 Academic Year	To Do
15	2.4 HR Review	Revise HR policies + practices, with an emphasis on improving the experience of Black staff members	Updated HR Policies	Director of Operations/Dean of Middle School/New Executive Director	2022 - 2023 Academic Year	To Do
16	2.4 HR Review	Regularly reflect on staff experience data and adjust policies as needed	Calendared Review Cycles	Director of Operations/New Executive Director	2022 - 2023 Academic Year	To Do
17	2.5 Family Engagement	Review existing engagement strategy to determine effectiveness + inclusiveness using Flamboyant Foundation Family Engagement Rubric. (or similar tool); solicit input from parents	Completed Self Evaluation, informed by parent feedback	Dean of Middle School and Community	Spring 2022	To Do
18	2.5 Family Engagement	Set a vision or goal for family engagement	Vision Statement	Dean of Middle School and Community	Spring 2022	To Do
19	2.5 Family Engagement	Recruit and select a family engagement planning committee	Planning Committee	Dean of Middle School Principles	Spring 2022	To Do
20	2.5 Family Engagement	Develop a new go forward engagement plan; implement and monitor effectiveness	Family Engagement Plan	Dean of Middle School and Community	Spring 2022	To Do
21	2.6 Data	Articulate culture data collection needs; review and select program that meets those needs (if possible, same system as academic data in 1.4)	Data Platform	Dean of Middle School	Spring 2022	In Progress

22	2.6 Data	Develop roles + responsibilities for collecting, inputing, and analyzing community culture data	Roles + Responsibilities	Dean of Middle School and	Spring 2022	In Progress				
23	2.6 Data	Articulate and calendar data review cycles	Data Review Cycles	Dean of Middle School and Director of	Spring 2022	To Do				
24	2.6 Data	Review culture data, and adjust programming accordingly	System Reflections	Dean of Middle School and Director of	Spring 2022	To Do				

Priority Status						
Priority	Initiative	Owner	Status			
Financially Sustainable Practices	3.1 Facilities: Determine a financially sustainable facility solution for both the Middle and Primary campuses that fit both the financial constraints and program needs of CWC-KC.	Brennan and Vansaghi	On Track			
	3.2 Food Services: Strengthen operational practices around school nutrition program to eliminate net loss of program	Brennan	On Track			
	3.3 Transportation/After Care: Optimize investment across transportation and aftercare to best support what families elevate as their needs; redesign offering with input from all CWC-KC families to ensure equitable spend and prioritization		On Track			
	3.4 Staffing Model: Build out staffing model + compensation plan that outlines how roles + responsibilities and FTE counts will change over 5 years of expansion; examine CWC-KC compensation programming with an equity lens		On Track			
	3.5 Donor Program: Launch an individual donor program in order to diversify the school's sources of philanthropic dollars	Vansaghi	On Track			
Detailed Priority						
Aligned Initiative	Activity / task	Deliverable(s)	Performer	Deadline	Progress	
1	3.1 Facilities	In collaboration with the Board finance and facilities committee, generate: 1) A comprehensive list of facilities options to accommodate desired enrollment and program for the K-8 model 2) Evaluation criteria that will be used to weigh options (e.g. affordability, location, satisfied academic model requirements, etc.)	CWC KC facilities evaluation framework	Director of Operations, Interim Executive Director and Board Finance and Facilities Committee	Jan 2022	In Progress
2	3.1 Facilities	Contract with a local technical assistance service provider to: 1) Survey KC facilities landscape 2) Identify a list of potential facilities options – this should be triangulated with the list in the previous step 3) Provide recommendations to the board and school leadership	List of facilities options and recommendations	Director of Operations and Interim Executive Director	Fall 2021 and Spring 2022	In Progress
3	3.1 Facilities	Conduct a conversation with IFF to understand likelihood of renegotiation (likely to be centered around their ability to refinance their debt on 3435 Broadway)	Terms of renegotiation from IFF	Director of Operations, Interim Executive Director and Board Finance and Facilities Committee	Fall 2021 and Spring 2022	To Do
4	3.1 Facilities	Determine long-term facilities recommendation for both the primary and middle campuses in consultation with the Board facilities and finance committees	Preliminary primary and middle campus facilities recommendations	Director of Operations, Interim Executive Director and Board Finance and Facilities Committee	Spring 2023	To Do
5	3.1 Facilities	Present long-term recommendations to the board and vote on go-forward path	Board-approved facilities next steps	Director of Operations, Interim Executive Director and Board Finance and Facilities Committee	Spring 2023	To Do
6	3.2 Food Services	In consultation with EdOps, perform evaluation of food service program to identify source(s) of program deficit (e.g. expense of food service providers, low federal collections, etc.)	Diagnosis of food service program shortfall drivers	Director of Operations and Interim Executive Director	Fall 2021	Complete
7	3.2 Food Services	Determine metrics and corresponding goals to monitor and track food service program performance	Food service program metrics and goals	Director of Operations	Fall 2021	Complete
8	3.2 Food Services	Design and implement operational procedures to achieve food service program goals	Revised food service operations procedures	Director of Operations	Fall 2021	Complete
9	3.2 Food Services	Monitor and track progress towards food service program goals; practice continuous improvement of program until break-even goal achieved	Food service reporting	Director of Operations	Spring 2022	Complete
10	3.3 Transportation/After Care	In partnership with Show Me KC Schools, launch a survey of CWC current and prospect	CWC KC transportation and after school family survey	New Executive Director	Fall 2022	To Do

11	3.3 Transportation/After Care	Research the transportation and after school services provided by CWC KC's top charter	KC Charter transportation and after school program analysis	New Executive Director	Fall 2022	To Do				
12	3.3 Transportation/After Care	Evaluate transportation and after school spend against: - The needs expressed by CWC KC families through the survey; - Market value of transportation and after school programs Determine if there is a way to continue to provide the services in a more cost effective manner that meets the needs of current and prospective CWC families	Preliminary transportation and after school offering plan	New Executive Director	Fall 2022	To Do				
13	3.3 Transportation/After Care	Present recommended transportation and after school program revisions to CWC KC families	Revised transportation and after school offering plan	New Executive Director	Fall 2022	To Do				
14	3.3 Transportation/After Care	Present recommended transportation and after school program plans to CWC KC board	Final transportation and after school offering plan	New Executive Director	Fall 2022	To Do				
15	3.4 Staffing Model	Perform a review of CWC KC administrative and leadership staffing role and responsibilities; document and understand current divisions of roles by functional team	Current state assessment of staffing roles & responsibilities	Interim Executive Director and Board	Spring 2022	In Progress				
16	3.4 Staffing Model	Assess staffing model against strategic priorities and impact goals; identify opportunities	Internal staffing review process; identification of preliminary role changes	Interim Executive Director and Board	Spring 2022	In Progress				
17	3.4 Staffing Model	Review or create job descriptions (where needed) to clarify each key role's individual duties	CWC KC staff job descriptions	Interim Executive Director/COO and Board	Spring 2022	To Do				
18	3.4 Staffing Model	Implement staffing changes as a result of opportunities identified in internal staffing review process	Staffing model changes	Interim Executive Director/COO and Board	Spring 2022	To Do				
19	3.4 Staffing Model	Conduct an annual compensation equity review; determine if compensation adjustments are required	Compensation review	Interim Executive Director/COO and Board	Spring 2022	To Do				
20	3.4 Staffing Model	Roll out compensation adjustments determined in review process with care and careful communication	Compensation adjustments (if necessary)	Interim Executive Director/COO and Board	Spring 2022	In Progress				
21	3.5 Donor Program	Define individual donor program goals	Individual donor program goals	Interim Executive Director and Board	Spring of Each Year	In Progress				
22	3.5 Donor Program	In collaboration with the Board perform outreach and cultivate potential donors; examine high ROI activities that would encourage individual giving (e.g. an event or celebration)	Donor Outreach	Interim Executive Director and Board	Spring of Each Year	In Progress				
23	3.5 Donor Program	Research individual donor program best practices and design program aligned to learnings	Individual donor program design	Interim Executive Director and Board	Spring 2022	In Progress				
24	3.5 Donor Program	Launch program; continuous evaluation of program success vs. goals with an eye for cost of program vs. payoff	Individual donor program evaluation and improvement	Interim Executive Director and Board	Spring 2022	In Progress				

Priority Status						
Priority	Initiative	Owner	Status			
Refined External Supports	4.1 Autonomies: Clarify and define autonomies between CWCS/ CWC KC with respect to academics, student culture, talent, finance and operations	Vansaghi/Miles	On Track			
	4.2 Succession Plan: Create a formal succession plan for both general board members and leaders, including the establishment and enforcement of term limits	Vansaghi	On Track			
	4.3 Board Systems + Structures: Continue to shift the board's work from "extra capacity" to strategic guidance by strengthening the use of committee structures, setting clear board goals, and providing training on governance best practices	Vansaghi	On Track			
	4.4 Board Participation: Assess & monitor patterns of board recruitment, engagement, and retention in order to ensure equitable and inclusive practices (reviewing how structures and process support inclusion and equity within the Board)	Chair of Board Diversity Committee	On Track			
	4.5 Anti-Racist Skill-building: Continue to build board skill set to be anti-racist educational leaders for the Citizens' community and within Kansas City, by providing targeted professional learning to lead from a place of inclusion and equity	Vansaghi	On Track			
	4.6 High School: Explore and determine future high school pathways for CWC students by soliciting input, exploring partnerships, and comparing options	Gripp	On Track			
Detailed Priority Workplan						
Aligned Initiative	Activity / task	Deliverable(s)	Performer	Deadline	Progress	
1	4.1 Autonomies	Complete contract process with CWCS		Jon Hile	Fall 2020	Complete
2	4.1 Autonomies	Once contract completed, map CWCS annual calendar to CWC KC annual strategic initiatives and calendar - look for potential challenges in timing; check for alignment		Interim Executive Director	Dec 2021	To Do
3	4.1 Autonomies	On at least a quarterly basis, lead a detailed check-in with CWCS point person to share strategic initiatives and work in Kansas City		Interim Executive Director	Quarterly	In Progress
4	4.2 Succession Plan	Review the bylaws and make changes for term limits development in line by laws for leadership roles and for membership	Annotated bylaws	Interim Executive Director	Nov 2021	Complete
5	4.2 Succession Plan	Identify 2-3 potential leadership successors and craft and write down a plan to support experience development to have them prepare for the role	Succession Plan	Interim Executive Director	Dec 2021	To Do
6	4.2 Succession Plan	Implement succession plan with fidelity, including developing near-term transition plans for key positions	Smooth Transitions of Key Positions	Interim Executive Director	Mar 2022	To Do
7	4.3 Board Systems + Structures	Review board structures, including committee structures, goal setting processes, and other governance practices; identify strengths and areas for improvement	SWOT Analysis	Interim Executive Director	Jul 2022	To Do
8	4.3 Board Systems + Structures	Deploy and implement existing recommendations from Education Board Partners (SEE BOARD OF DIRECTORS WORK PLAN for details)	Action Plan for Recommendations	Interim Executive Director	Ongoing	In Progress
9	4.4 Board Participation	Conduct an audit of patterns of recruitment, participation and retention; identify areas for improvement in equitable, inclusive patterns of participation	Board Audit	Chair of Board Diversity Committee	Mar 2022	To Do
10	4.4 Board Participation	If needed, solicit external support in adjusting practices to create equitable, inclusive patterns of participation	Contract Services Selected	Interim Executive Director and Board	Spring 2022	To Do
11	4.5 Anti-Racist Skill-building	Survey board and broader school community to refine specific list of training needs	Survey Results	Interim Executive Director	Spring 2022	In Progress
12	4.5 Anti-Racist Skill-building	Create a professional learning scope and sequence for the next three years for the board	Scope + Sequence	Interim Executive Director	Spring 2022	To Do
13	4.5 Anti-Racist Skill-building	Secure trainers and materials aligned to scope and sequence; hold trainings and monitor effectiveness	Training Calendar Finalized	Interim Executive Director	Summer 2022	In Progress
14	4.6 High School	Form a diverse planning team that represents a variety of stakeholders within the CWC community	Committee Formed	Dean of Middle School	Nov 2021	Complete
15	4.6 High School	Develop a structure and timeline for working together	Committee Structures + Process Timeline	Dean of Middle School	Had initial meeting with	Complete
16	4.6 High School	For each of the three options (1) partner with KCPS, 2) partner with another charter to pay tuition and 3) build a feeder pattern; map the relationships and action steps	Defined Set of HS Options	Dean of Middle School	Nov 2021	Complete
17	4.6 High School	Solicit input from the broader community on viability + attractiveness of each option	Survey results; focus group notes	Dean of Middle School	May 2022	To Do
18	4.6 High School	Select HS pathway option + build a plan to operationalize	HS Pathway Defined	Dean of Middle School	Nov 2021	Complete

Board of Directors Plan of Work (related to work with Education Board Partners)

Priority 1.	Initiative	Deliverable	Performer	Deadline	Status
Board, Committee, Officers & CEO Succession Plans (terms of office for members/officers/committee chairs and a nominations process and unplanned vacancies)	Draft Materials, Templates and Policy for Board	Succession Plans	Interim Exex. Dir. and Gov. Comm. Chair	Mar-22	
	Adopt Policies and Implement Processes	Implement Succession Plans	Interim Exex. Dir. and Gov. Comm. Chair	Jul-22	

Priority 2.	Initiative	Deliverable	Performer	Deadline	Status
Board and Committee Calendar that focuses on future Achievements and Fiscal Stability	Create a dynamic Annual Board and Committee Calendar	Board and Committee Calendar	Interim Exex. Dir. and Academic Excellence Committee Chair, Finance and Gov. Chairs	Dec-21	On Track
	Adopt and Operationalize within Committees	Review and Implement Committee Calendar	Committee Chairs and Related Staff	Spring 2022	
	Adopt and Operationalize within Board of Directors	Review and Implement Board Calendar	Board Chair and Interim Executive Director	Spring 2022	

Priority 3.	Initiative	Deliverable	Performer	Deadline	Status
Board Member and Stakeholder Awareness Plan	Develop Specific Board Learning Objectives re: CWCKC, families, students and staff	Learning Objectives	Interim Exex. Dir. and Gov. Comm. Chair	Jul-22	
	Create a Schedule of Learning Opportunities (data, listening, research, and trainings)	Schedule of Learning Opportunities	Interim Exex. Dir. and Gov. Comm. Chair	Jul-22	
	Implement Learning Opportunities Schedule	Implement Schedule	Interim Exec. Dir., Gov. Comm. Chair and Full Board of Directors Participation	July 2022 and Beyond	
	Identify Policy Implications and Actions	Policy Changes	Committee Chairs and Full Board of Directors	July 2022 and Beyond	